

Approved For Release 2001/03/30 : CIA-RDP78-04718A000600030015-8
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Class. Changed To: TS S **C**
Auth: NR 70-2
Date: 11 NOV 1978 By: **OIS**

2 August 1951

MEMORANDUM FOR: Deputy Director/Administration
FROM: Assistant Director/Personnel
SUBJECT: Removal of Incompetent and Unsuitable Personnel.

1. At a staff meeting on 13 June 1951, the Director requested a listing of unsuitable and incompetent personnel. These lists containing [redacted] names were given you, and you in turn, passed them to me. The recommendations of the Assistant Directors ranged from immediate outright dismissal to termination on a planned replacement schedule basis.

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2. We have, of course, all the authority necessary, under Section 102 (C) of the National Security Act of 1947, to remove any or all of these people with a minimum of delay.

3. I do not question the current appraisal on these employees by the Assistant Directors. However, in reviewing their personnel folders, we find that a majority of these employees have been receiving recognition of above average performance, either through actual promotion to more responsible jobs or their within-grade raises, in which latter case, line supervisors must certify that the employee's work is satisfactory.

4. It is my plan to install as rapidly as possible a performance rating system. Under this program, supervisory personnel would be systematically acquainted with their obligation for keeping employees informed as to job requirements as well as the adequacy of their performance. This rating program contemplates also formal notification to a person whose work is substantially deficient that he is liable to be terminated unless improvement in performance is made during a specified trial period of not less than ninety days. This general procedure is in harmony with current public policy, stated in the Performance Rating Act of 1950, the provisions of which extend to this Agency.

5. In view of the fact that the records of these [redacted] employees generally fall far short of substantiating termination, I feel that, except in flagrant cases, any summary action we take would be inconsistent with the best interests of the Agency. If we handle these dismissals without warning

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to the individual involved we will undoubtedly get an adverse reaction throughout the general body of Agency employees.

6. Rather than use summarily the authority which we have to separate these [redacted] employees, I propose that the Assistant Directors concerned notify in writing each person whose removal is proposed. This letter should inform the employee of his failure to meet required standards of performance and that unless substantial progress is made to overcome deficiencies, it would be our intention to terminate his services. The letter should be specific in outlining the employee's shortcomings and suggesting improvements.

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7. If termination is still requested by the Assistant Director, as indicated in paragraph 2 above, or on any other basis, in order that we can make possible reassignments if such action is appropriate, it is requested that the Personnel Office be advised as to each such case.

/s/

[redacted]
Assistant Director

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To: All Assistant Directors and Administrative Office Chiefs

APPROVED 6 August 1951

W.R.

WALTER REID WOLF
Deputy Director for Administration

cc: ADD/A (G)
ADD/A (S)

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